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Introduction to Performance Management > Plan Phase

PLAN

Performance Elements

The six performance elements for employees and managers/supervisors are shown below. Select each element to learn more.

EMPLOYEES

[Accountability for Results](#)[Communication](#)[Critical Thinking](#)[Engagement and Collaboration](#)[Personal Leadership and Integrity](#)[Technical Expertise](#)

MANAGERS/SUPERVISORS

[Accountability for Results](#)[Communication](#)[Critical Thinking](#)[Engagement and Collaboration](#)[Leadership*](#)[Managerial Proficiency*](#)

**Requirements differ for managers and supervisors.*

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The six performance elements for employees and managers/supervisors are shown below. Select each element to learn more.

EMPLOYEES	MANAGERS/SUPERVISORS
<div>Accountability for Results Measures the extent to which an employee takes responsibility for his or her work, sets and meets priorities, and uses time and resources to achieve desired results Close</div>	
<div>Technical Expertise</div>	<div>Managerial Proficiency*</div>

**Requirements differ for managers and supervisors.*

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EMPLOYEES	MANAGERS/SUPERVISORS
<div>Communication Measures the extent to which an employee is able to comprehend and convey information with and from others in writing, reading, listening, and verbal and non-verbal action Close</div>	
<div>Personal Leadership and Integrity</div>	<div>Leadership</div>
<div>Technical Expertise</div>	<div>Managerial Proficiency*</div>

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EMPLOYEES	MANAGERS/SUPERVISORS
<div>Critical Thinking Measures an employee's ability to use logic, analysis, synthesis, creativity, judgment, and process approaches to gather, evaluate and use multiple sources of information to inform decisions Close</div>	
<div>Technical Expertise</div>	<div>Managerial Proficiency*</div>

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EMPLOYEES

MANAGERS/SUPERVISORS

Engagement and Collaboration

Measures the extent to which an employee promotes engagement, collaboration, integration, and the sharing of information and knowledge

Close

Personal Leadership and Integrity

Technical Expertise

Leadership*

Managerial Proficiency*

**Requirements differ for managers and supervisors.*

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EMPLOYEES

MANAGERS/SUPERVISORS

Personal Leadership and Integrity
Measures the extent to which an employee is able to demonstrate personal initiative, honesty, openness, and respect in dealings with coworkers, peers, customers, teams, and collaborative networks across the Intelligence Community.
[Close](#)

Technical Expertise

Managerial Proficiency*

**Requirements differ for managers and supervisors.*

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EMPLOYEES

MANAGERS/SUPERVISORS

Technical Expertise

Measures an employee's ability to acquire and apply knowledge, subject matter expertise, tradecraft, and/or technical competency necessary to achieve results

Close

✓ Personal Leadership and Integrity

✓ Technical Expertise

Leadership*

Managerial Proficiency*

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EMPLOYEES	MANAGERS/SUPERVISORS
<div>Accountability for Results Measures the extent to which the supervisor or manager takes responsibility for his or her work, sets and meets priorities, and uses time and resources to achieve desired results Close</div>	
<div>Personal Leadership and Integrity</div>	<div>Leadership</div>
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EMPLOYEES**MANAGERS/SUPERVISORS**

Engagement and Collaboration

Measures the extent to which the supervisor or manager promotes engagement, collaboration, integration, and the sharing of information and knowledge

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✓ Personal Leadership and Integrity

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Leadership*

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Leadership
Measures the extent to which the supervisor or manager is able to demonstrate personal initiative, honesty, openness, and respect in dealings with coworkers, peers, customers, stakeholders, teams, and collaborative networks across the Intelligence Community and to achieve organizational goals and objectives through effective leadership.

Close

☒ Technical Expertise

☐ Managerial Proficiency*

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EMPLOYEES

MANAGERS/SUPERVISORS

Managerial Proficiency

Measures the supervisor or manager's proficiency of his or her mission area appropriate to his or her role as a supervisor or manager.

Close

✓ Personal Leadership and Integrity

✓ Technical Expertise

✓ Leadership*

✓ Managerial Proficiency*

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